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SELF-EVALUATION OF PROGRAMMES IN ECA

I. INTRODUCTION

1. This is the second report on self-evaluation of programmes in ECA to be submitted to the ECA Conference of Ministers. As was the case with the first one, this report is a summary of self-evaluation reports undertaken by programme managers specifically for their own use. As exercises in self-examination, each report presents a critical assessment of the implementation of mandated commitments, the relevance of the medium-term plan and the impact of the activities of the secretariat on the problems addressed in the Medium-term Plan (1984-1989) and now extended to 1991.

2. The self-evaluations have also been undertaken in compliance with the resolutions of the General Assembly regarding planning and programming and more recently the recommendations of the Committee for Programme and Co-ordination (CPC) as endorsed by the General Assembly in its resolution 43/219 concerning the full integration of evaluation into the programme planning, budgeting and monitoring process. That same resolution also endorsed CPC's recommendation that "intergovernmental bodies take into account evaluation findings, programme planning and performance reports .. so as to arrive at decisions that would assist the secretariat in improving programme design, implementation and results".

3. It is to be noted further that, unlike the first report, the present one derives its mandate from the secretariat's programme of work adopted by the Conference of Ministers in its resolution 676 (XXIV) of 7 April 1989.

4. Five self-evaluation reports are summarized in this document. The five reports address, each in its own way, the secretariat's integrated management process which is made up of the following components: (a) Medium-term Plans; (b) programme budgets; (c) reports on programme performance; and (d) evaluation reports. The objective, in each case, is to draw out the lessons of experience with a view to improving programme design, implementation and results.

5. This report is divided in four sections. Section I presents the introduction, section II reviews the main findings and conclusions from the individual evaluation reports, and section III presents recommendations. Section IV presents summaries of completed self-evaluation reports, namely: A: Policies, institutions and technical assistance for economic co-operation of the programme Development issues and policies; B: Formulation of policies and institution building of the programme Human settlements; C: Development of policies, machinery and capabilities for Science and technology of the programme Science and technology; D: Statistical development of the programme Statistics; and E: Land transport of the programme Transport, communications and tourism.

II. MAIN FINDINGS AND CONCLUSIONS

6. According to the self-evaluations, the objectives of most of the subprogrammes, rooted as they are in the Lagos Plan of Action and Final Act of Lagos, continue to remain relevant to the needs of member States. This was true for all the subprogrammes reported upon. However, the translation of those objectives into the biennial programmes of work attracted attention and it was observed that:

(a) For subprogramme 4, Policies, institutions and technical assistance for economic co-operation, the work programme of the MULPOCs was not always related to the programmes of work of the intergovernmental organizations and a need for harmonizations was pointed out; and

(b) For subprogramme 3, Land transport, the outputs had been revised several times prior to implementation although with little effect on subprogramme objectives.

7. All subprogrammes, with only one exception (politics, institutions and technical assistance for economic cooperation), implemented their activities effectively. Activities were implemented in time and the secretariat attained high implementation rates for all mandated commitments. Further, according to survey data, the outputs of the secretariat were relevant, very useful and greatly appreciated by member States.

8. The implementation of the various activities enabled the secretariat to attain, to a good degree, the objectives of the Medium-term Plan. Indeed some of the activities contributed to some appreciable measure to the resolution of the problems addressed in the Medium-term Plan, 1984-1989 (now extended to 1991).

9. Significant achievements have been recorded, examples include in the coordination of producers and users through the Joint Conference of African Planners, Statisticians and Demographers in the case of the subprogramme on Statistical coordination and the contribution of the Institute of Population to improvements in the analytical ability of countries in this area, a number of States expressed great appreciation for the staff seconded to them and have requested the secretariat to assist them in developing their own national data bases and also expressed a preference for communication links with the ECA statistical data base. The subprogramme on science and technology in addition to creating awareness about science and technology issues, has also been instrumental in strengthening technological capabilities in member States through its two operational projects: the African Regional Centre for Technology and the African Regional Organization for Standardization.

10. The contribution of the subprogramme on politics, institutions and technical assistance for economic cooperation to the efforts of member States in the establishment of the African Economic Communities in Eastern and Southern Africa, Central Africa, West Africa and North Africa cannot be overemphasized.

11. Exceptions to the above generally favourable assessments on external factors did not always hold. The United Nations financial crisis of 1986-1987, coupled with the drought, desertification and the serious economic and social crisis in Africa during the biennium periods 1982-1983 and 1986-1987, affected to a great extent the secretariat's effectiveness. Thus for the subprogramme on development of policies, machinery and capabilities for science and technology, the increased enthusiasm of governments was met with adverse and deteriorated economic conditions that slowed down the pace at which specific problems were addressed. The same observation is true for subprogramme 1, Statistical development of the programme Statistics where the improvement noted at the beginning of the period has either stagnated or in some cases deteriorated due to the financial constraint as a result of the economic crisis.

12. For the subprogramme on human settlements - Policy development and institution building, although all the activities were implemented effectively, it is pointed out, nevertheless that "Il n'est pas toujours facile d'apporter une amélioration effective des conditions de vie dans les établissements humains dans ces pays qu'on pourrait affirmer que les objectifs ont été atteints".

13. Factors adversely bearing on the effectiveness of the subprogrammes included, inter alia, delays in the preparation and distribution of reports to intergovernmental meetings and in some cases lack of follow-up on recommendations. Survey results for three subprogrammes, first that on human settlements, next science and technology and finally statistics point out that the technical level of national participants at meetings has been a cause for concern and needs to be addressed.

III. RECOMMENDATIONS

14. Recommendations are presented in two categories - those addressed to member States and those addressed to the secretariat (programme managers) and are so identified. The recommendations addressed to member States require policy decisions to emphasize or reorient the objectives and activities of the particular subprogrammes. Recommendations addressed to the secretariat fall within the administrative responsibilities of the programme managers of the respective subprogrammes or other units of the secretariat and are expected to be addressed at that level.

15. Two recommendations which have been made under a couple of subprogrammes need to be highlighted. These are:

(a) Measures should be taken to ensure that participants at intergovernmental meetings are conversant with the issues being discussed [member States to implement]; and

(b) Consideration should be given to ensuring follow-up on the recommendations of meetings and other activities of the secretariat [both member States and the secretariat to implement].

Other recommendations are more specific to individual subprogrammes and are presented in the following paragraphs:

Subprogramme		Paragraphs
A.	Policies, institutions and technical assistance for economic co-operation	17
B.	Formulation of policies and institution building (Human settlements)	31
C.	Development of policies machinery and capabilities for science and technology (Science and technology)	49
D.	Statistical development (Statistics)	67
E.	Land transport (Transport, communications and tourism)	81

16. It should be mentioned that subprogramme A: Policies, institutions and technical assistance for economic co-operation was the subject of a review which

was requested by the General Assembly in its resolution 43/210 which endorsed the recommendation of the Board of Auditors that:

> "The achievements of the MDPAs be thoroughly evaluated with a view to deciding whether they [programme] should be continued or whether the mandate, nature and function of these centres should be completely reorganized".

A Review Team was subsequently appointed to review the MDPAs. The report of the Review Team and the comments of the secretariat thereon including proposals for conference in document E/ECA/CM.16/19. All the recommendations relating to the subprogramme should therefore be considered jointly with those contained in that document.

IV. SUMMARIES OF COMPLETED SELF-EVALUATION REPORTS

A. Development issues and policies in Africa subprogramme 1: Policies, institutions and technical assistance for economic co-operation

(a) Introduction

(b) Rationale for the self-evaluation

17. The main purpose of the self-evaluation of subprogramme 1: Policies, institutions and technical assistance for economic co-operation, which is implemented by the Economic Co-operation Office of ECA, is to assess the relevance, effectiveness and impact of the subprogramme and its contribution to the promotion of economic co-operation and integration in Africa. The self-evaluation is also being undertaken in response to the initiatives of the Secretary-General of the United Nations to establish a self-evaluation system in the United Nations as a means towards effective management of the programme activities of the United Nations.

18. The findings of the self-evaluation will be used to identify internal and external factors associated with the results of the subprogramme with particular attention being given to the design of the subprogramme, the problems addressed, the objectives of the subprogramme, the methods or the strategies and their continuing relevance to the previous factors affecting the effectiveness of implementation and the impact of the subprogramme. The lessons of the self-evaluation will be used to ensure recommendations for improving the effectiveness and impact of the subprogramme.

(c) Scope, coverage and methods

19. The self-evaluation covers the medium-term planning period 1984-1989 in the implementation of subprogramme 1: Policies, institutions and technical assistance for economic co-operation of the programme development issues and policies in Africa, over the biennium 1984-1985 and 1986-1987 as implemented by the Economic

Co-operation Office and the five subregional arms of ECA, namely the Multinational Programming and Operational Centres (MULPOCs)[1]/ located in the five subregions.

20. On account of the magnitude of the tasks involved, the methodology for self-evaluation has been based on consideration of outputs particularly on the close examination of the activities and outputs of the Economic Co-operation Office and those of the MULPOCs and on a case study of the Lusaka and Niamey MULPOCs. The two MULPOCs were selected primarily because of their size in terms of geographic area, population, number of member countries covered and regular budget resources allocated.

Number of countries covered and resources for substantive activities by biennium and organizational unit

Subprogramme organizational unit	Number of countries covered	Total RB resources (thousand US dollars)	
		1984-1985	1986-1987
Economic Co-operation Office (management of economic co-operation and integration)	-	1,338.1	1,494.5
Gisenyi-based MULPOC	3	338.1	406.0
Lusaka-based MULPOC	18	765.2	546.5
Niamey-based MULPOC	16	780.7	927.2
Yaounde-based MULPOC	7	454.7	567.5
Tangier-based MULPOC	6	197.8	624.2
Total	50	1,171.6	4,576.0

Source: ECA, Biennial Report of the Executive Secretary, 1986-1987.

1/ These are:

(a) Lusaka-based MULPOC, for Angola, Botswana, Comoros, Djibouti, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Seychelles, Somalia, Swaziland, Uganda, the United Republic of Tanzania, Zambia and Zimbabwe.

(b) Gisenyi-based MULPOC, for Burundi, Rwanda and Zaire.

(c) Yaounde-based MULPOC, for the Central Africa Republic, Cameroon, Chad, the Congo, Equatorial Guinea, Gabon and Sao Tome and Principe.

(d) Niamey-based MULPOC, for Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, the Gambia, Ghana, Guinea, Guinea-Bissau Liberia, Mali, Mauritania, the Niger, Senegal, Sierra Leone and Togo.

(e) Tangier-based MULPOC, for Algeria, Egypt, the Libyan Arab Jamahiriya, Mauritania, the Sudan and Tunisia.

21. As the examination of impact requires a longer period than the single biennium of 1986-1987, it was considered that the assessment of impact should also cover the activities of the subprogramme during the previous bienniums. It is to be noted, in this connection, that the problems addressed and the legislative authority for the MTP date back to 1980[2].

22. Time constraints (particularly as the self-evaluation had not been planned) prevented a survey of end-users and beneficiaries and other participants involved in the implementation of the activities related to the subprogramme so as to obtain their views regarding the effectiveness and impact of the subprogramme. Consequently, this self-evaluation gives special attention to an analysis of the biennial programme budget and the linkage between the cohesiveness of subregional infrastructure and the productive structures.

2. Conclusions

(a) Relevance

23. The emphasis of the subprogramme has been on strengthening subregional and regional organizations by assisting them so that they would become effective instruments for structural change, by providing basic data and research on the complementarities of various national economies for the selection of economic co-operation projects and to co-ordinate and rationalize the activities of intergovernmental organizations in the field of economic co-operation. Indeed, the Final Act of Lagos placed primary importance on the creation and strengthening of subregional economic communities which must become effective economic entities. The member countries of the subprogramme must not only develop close economic co-operation ties between themselves but must also promote economic integration at subregional level in developing complementarities between their national economic structures. Therefore emphasis of the work of this subprogramme must continue to support this objective. The MULPOCs must therefore assist the economic communities in their area in achieving their objective of fostering subregional economic integration.

24. The MULPOC programmes of work are not always related to the programmes of the intergovernmental organizations (IGOs) and consequently had sometimes little effect on the activities of the IGOs. Also the harmonization between the activities of the MULPOCs and those of the ECA substantive divisions was not always effective. Many additional outputs required by the legislative organs of the MULPOCs were not harmonized with the work programmes of the intergovernmental organizations and some were not relevant to the economic integration objectives.

(b) Effectiveness

25. The implementation of the subprogramme has not been as satisfactory as would have been expected. The budgetary shortfalls arising from the United Nations

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[2] The Medium-term Plan for the period 1984-1989 (General Assembly, Supplement No. 6 (A/37/6), New York, 1983) was almost entirely based on the Lagos Plan of Action, adopted by the African Heads of State and Government in 1980, and subsequently by the General Assembly of the United Nations (General Assembly resolution 35/641).

financial crisis, staff limitations, changing socio-economic conditions, natural disasters and other reasons have led to termination of several of the outputs, some of which were relevant to the objectives of the subprogramme.

26. Moreover, given the staffing limitations and other constraints of ECA's substantive divisions, it seems unlikely that the decentralization of resources in favour of MULPOCs would happen in the near future. It seems equally unlikely that new funds from the General Assembly would be forthcoming to strengthen substantially the capacity of MULPOCs. It is for these reasons that since 1977 the ECA Conference of Ministers has adopted the following resolutions: 355 (XIV), 418 (XVI), 450 (XVII), 479 (XVIII), 522 (XIX), 549 (XX) and 566 (XXI) all of which aimed at strengthening the MULPOCS and pledged continuous support thereof, especially from the part of UNDP.

27. It is to be noted that the subprogramme was nevertheless able to meet an increasing volume of additional and priority legislative requests arising from Africa's Priority Programme for Economic Recovery (APPER), the United Nations Programme of Action for African Economic Recovery and Development, 1986-1990 (UN-PAAERD) and the second extraordinary session of the Commission/second extraordinary meeting of the ECA Conference of Ministers. Additional extrabudgetary resources were provided for these activities and in some cases their implementation entailed departures from programmed commitments.

(c) Impact

28. The failure of the subprogramme to implement several of its programmed outputs has adversely affected its impact. Further, some of the studies and technical assistance activities so far carried out were of a general nature and as such were not very effective in assisting the groupings in the process of economic integration. Although the subprogramme has been very effective in its assistance towards the establishment of subregional economic groupings, its impact in assisting those groupings in the process of economic integration was not quite as comparable. The outputs were not specific enough to promote the required impact and to generate effective solutions to the identified problems. There was very little or no impact at all on the rationalization and co-ordination of the activities of the IGOs, and on the adoption of economic integration programmes.

29. The subprogramme has, however, been very instrumental in establishing the Preferential Trade Area for Eastern and Southern Africa States (PTA) in 1981 and the Economic Community for Central African States (ECCAS) in 1983 and supporting those institutions as they established themselves during the 1984-1985 biennium. The Economic Co-operation Office did not succeed in assisting all of those organizations to adopt and implement well-planned economic integration programmes. ECO has nevertheless in the past two years embarked upon the preparation of integration programmes for economic communities and river and lake basin organizations to be financed by UNDP under its Fourth Regional Programming Cycle.

3. Recommendations

30. The following recommendations arise from the self-evaluation exercise:

(a) The structure of the subprogramme should give more emphasis to economic co-operation and integration with primary emphasis to economic co-operation and then to TCDC (to be implemented by the member States);

(b) Review and revise the medium-term objectives, problems addressed and strategy more frequently with a view to reflecting the current concerns of member States (to be implemented by the programme managers);

(c) IEDC activities at the subregional level would be an important component of economic integration process but it is necessary to formulate first coherent subregional integration programmes and identify relevant projects. When these projects reach the stage of prefeasibility studies, then the cooperation with the new industrialized countries (India, Brazil, Korea, etc.) would be essential (to be implemented by the member States and by the ECA secretariat);

(d) The main objective of the subprogramme should be to assist the IGOs in attaining their intergovernmental objectives towards economic integration, self reliance and self-sustaining development of their respective subregions. The subprogramme should further develop the concept of multisectoral projects geared towards initiating and accelerating the process of subregional and interregional economic integration (to be implemented by the member States);

(e) Initiatives undertaken in the preparation of the 1988-1989 programme budget should continue to ensure that MULPOC work programmes are reviewed and discussed by all member States and interested subregional economic groupings (the programme manager and PPCO should implement this recommendation);

(f) The Central Co-ordinating Office of the subprogramme should be staffed by a core of well-trained economists, at least one for each of the four subregions. Their responsibility should be to study the process of economic integration in their respective subregions, to advise the economic integration entities on appropriate policies and strategies to strengthen the process and to package relevant multisectoral projects to achieve subregional objectives. The job descriptions of the MULPOC staff should be revised to reflect the emphasis given to subregional economic integration (the programme manager should implement this recommendation);

(g) The MULPOC programme of work should give emphasis to operational activities and should support project activities of intergovernmental organizations throughout the project identification, preparation and implementation stages. The medium-term plan and biennial programme budgets should reflect this emphasis and the programme manager should implement this recommendation;

(h) There are areas of activity where closer harmonization between the MULPOCs and the substantive divisions of ECA could lead to considerable cost savings. For example, MULPOCs engage in periodic economic and social surveys of the subregions and the resulting outputs are no doubt useful inputs into the overall economic and social surveys conducted by the ECA divisions. However, there is no indication that the MULPOCs are, in fact, the actual blocks for the overall survey. Specially, it is recommended that:

(i) the work programmes of the MULPOCs should be more rationalized with those of the ECA substantive divisions. In consultation with the substantive divisions, the MULPOC directors should draw up work plans for the implementation of their programmes, detailing the contribution that they expect the substantive divisions to make to their programmes and the role that the staff of the MULPOCs would play in assisting the substantive

divisions to implement their programmes in the respective subregions. It goes without saying that the sub-programmes of the MULPOCs should be drawn up with the active involvement of the Economic Cooperation offices of ECA and in consultation with other ECA substantive divisions to be implemented by the programme executives.

(iii) The disbursement ratio of MULPOCs of the resources specifically budgeted for them by member states within the framework of UNTAO should be much more closely tied to implementation by the member states.

(iv) Financial support from member states should be increased. Contributions from member states should be increased and member States should commit to the MULPOCs concerned national staff for particular projects to be implemented by member States.

(v) There should be effective harmonization of MULPOC programmes with those of the host in the subregion, so that better use can be made of resources available to the subregion for tasks implemented by the programme executives.

B. Human settlements in Africa, Subprogramme 1, Policy development and institution building

1. Introduction

31. The evaluation of activities of the United Nations system was instituted pursuant to resolutions 32/197,36/228, 37/234, 38/227, 39/238 and 40/210 of the General Assembly. In those resolutions, the General Assembly requested, inter alia, the strengthening of the Organization's evaluation capability so as to enable intergovernmental organizations and Member States to take measures to improve their management and development policy formulation methods.

32. The self-evaluation of the programme on human settlements in Africa only concerns subprogramme 1 entitled "Policy development and institution building". This choice was made by the secretariat. The purpose of such self-evaluation is to measure the impact that execution of this programme has on the implementation of human settlements development policies in Africa. It could also make it possible to assess the quality, usefulness and effectiveness of outputs delivered under this subprogramme. Self-evaluation therefore has a dual function since it does not only make for assessing the quality of programme outputs but also for a better assessment of the needs of member states.

33. The self-evaluation of the period 1986-1987 was done on the basis of information collected through questionnaires, in accordance with and as contained in the Evaluation Manual of the United Nations prepared in October 1986. In June 1987, questionnaires were sent to all member States of the Commission and intergovernmental organizations represented at the Fourth Joint Meeting of the Intergovernmental Regional Committee on Human Settlements and Environment. The two types of questionnaires concerned, on the one hand, meetings and conferences and, on the other hand, research and policy analysis, reports/monitorings.

34. The overall objective of the secretariat is to devise and promote an integrated approach to human settlements policies and programmes at both the national and regional levels, based on spatial organization of economic activities and the adoption by government of national territorial development plans.

settlements of those countries that the objectives could rightly be said to have been attained.

42. The report and technical publication were used globally, even though the respective objectives are not quite the same.

43. Some difficulties were encountered during the execution of activities provided for in the subprogramme. They are mostly related to inadequate resources for the collection of recent data on issues discussed.

44. Such data should be collected on countries belonging to the various geographical regions and having different development levels.

3. Recommendations

45. Considering the difficulties encountered in the implementation of this subprogramme and in the use of the questionnaires, it will be necessary to propose the following recommendations:

(a) Programme manager

46. The programme manager must:

(a) Present, at most, three reports to the Joint Committee meetings so as to enable the participants to debate them in detail;

(b) Mail documents on human settlements separately from those of environment because the two sectors often come under different ministries in African countries;

(c) Ensure that documents are sent to member States at least two months before the meeting date;

(d) Send letters inviting participants to the Joint Committee meetings four months before the session so as to have enough time to send a set of documents to members of delegations designated by the member States;

(e) Send draft technical publications to the member States for comments and additions before they are finalized;

(f) Send the draft work programme to the member States well in advance to secure their opinions before it is finalized;

(g) Find out from the Chief of Administration whether adequate interpretation coverage has been provided for Joint Committee sessions.

47. Once evaluation questionnaires have been sent to member States and the responses analyzed, it would be necessary to choose two or three countries where an evaluation mission will examine in detail all aspects relating to an objective evaluation so as to assess the impact of the subprogramme, if not the entire programme, in those countries.

(b) Member States

48. Member States should strive to:

(a) Increase the participation of experts in the Joint Committee meetings; and

(b) Distribute documents to the appropriate departments dealing with human settlements issues.

C. Science and technology in Africa subprogramme 1: Development of policies, machinery and capabilities for science and technology

1. Introduction

(a) Purpose and rationale for the self-evaluation

19. The self-evaluation of subprogramme 1: Development of policies, machinery and capabilities for science and technology is being undertaken so as to assess its continuing relevance, effectiveness of implementation, and its impact in the resolution of the problems identified in the Medium-term Plan of the United Nations, 1984-1989 and Programme Budget. The self-evaluation will also assess the extent to which member States have benefited from the implementation of the subprogramme. The self-evaluation is also being undertaken in response to the requests of member States for evaluation information to enable them to take the necessary measures for effective development of programmes as well as future policy formulation.

20. The results of the self-evaluation will be used to improve the design of future medium-term plans, the linkages between the plan and the biennial programme budgets, effectiveness in the implementation of the programme budgets and to enhance the subprogrammes impact.

(b) Methodology and coverage of the self-evaluation

21. The self-evaluation covers the biennium 1984-1985 and 1986-1987 and focuses on an assessment of the main instruments which were used to attain the following objectives of the subprogramme:

(a) The Intergovernmental Committee of Experts on Science and Technology Development;

(b) Science and technology working groups; and

(c) Establishment and strengthening of national and subregional centres for technology.

22. For the first two, the self-evaluation has been based on the results of questionnaires which were distributed to participants subsequent to the meetings. Questionnaires together with explanatory notes were mailed to all the 135 participants (representatives of member States and observers) and nine questionnaires were returned. Data from administrative records and reports of meetings have also been used to assess the effectiveness of implementation. The views of member States, as reflected in their collective decisions, were used to determine the continuing relevance of the subprogramme to the concerns of member States.

53. The self-evaluation also assesses the extent to which the secretariat has assisted in strengthening the operations of regional and subregional technological institutions, in particular the African Regional Centre for Technology (ARCT) and the African Regional Organization for Standardization (ARSO) and their contribution to strengthening the technological capabilities of African countries. Administrative records and reports of the two institutions have been used in reviewing/assessing the extent to which they have been strengthened.

(c) Subprogramme objectives and strategy

54. According to the approved Medium-term Plan, 1981-1989 (extended to 1991), the objectives of the subprogramme on science and technology are:

(a) Intergovernmental: to adopt measures to ensure the development of an adequate science and technology base and the appropriate application of science and technology in guaranteeing development in the different sectors of the economy;

(b) General objective of the secretariat: organization and promotion of a strategy to encourage the recognition of the role of science and technology in African development and to strengthen the capabilities of member States to apply science and technology to development;

(c) Five-limits subsidiary objectives of the secretariat: development and dissemination of models of rural technologies which have proved to be suitable for application in rural Africa, by the process of adaptation and demonstration, to be completed by 1990; publication of an updated handbook of non-proprietary technology for building and construction materials in 1987 and of a new and similar handbook of technology for food processing and storage in the last quarter of 1986.

55. The strategy that would be adopted to attain these objectives would, according to the Medium-term Plan, consist of:

(a) Advisory services (technical publications, reports, visits, etc.) in the establishment and strengthening of national and subregional centres for technology and research and development institutions and in the formulation of science and technology policies and plans;

(b) Technical services to the African regional intergovernmental institutions in the field of science and technology;

(c) Advisory services (studies, publications, reports, etc.) in the development and diffusion of technologies relevant to the problems and needs of the rural population. In particular, the handbook of non-proprietary technology for building and construction materials will be updated in 1987 and 1988 and work will begin in 1985 on the preparation of a similar handbook of technology for food processing and storage to be published in the last quarter of 1986; and

(d) Promotion of mobilization of resources, including financial resources.

56. The above strategies also constitute the main categories of the outputs and services delivered by the subprogramme, and will therefore provide the focus for the self-evaluation exercise.

C. Conclusions

(a) Relevance

57. Subprogramme 1: Development of policies, machinery and capabilities for science and technology continues to remain relevant to the needs of member States. Consideration should, however, be given to accelerated implementation of the objectives of the Lagos Plan of Action and the Vienna Programme of Action within the context of the United Nations Programme of Action for African Economic Recovery and Development, 1986-1990.

(b) Effectiveness

58. The implementation of the various activities of the subprogramme during the period enabled the secretariat to attain, to a good degree, the objectives outlined in the medium-term plan. The effectiveness and impact of these activities can already be seen in the increasing involvement by governments of member States, of the role of science and technology in their development efforts and through the incorporation of explicit measures for science and technology in national development plans. New and strengthened infrastructures and institutions for the development of manpower for science and technology have evolved and new initiatives taken to provide appropriate incentives to scientific and technological manpower. Concrete steps are underway through the working groups of the Intergovernmental Committee of Experts for Science and Technology Development to develop and implement subregional projects which will strengthen technical co-operation among the countries of the region.

59. In view of the above, the intergovernmental objectives have been achieved to a great measure. Also the programme performance reports over the period under review indicate that the subprogramme attained the secretariat objectives satisfactorily.

60. A number of problems were encountered in the process of attaining the objectives, the main one being paucity of financial and human resources which do not correspond with the increasing demand on the services of the secretariat by the member States and their respective institutions. Although appreciable effort was made in a number of directions, more resources are needed to sustain the activities launched and additional professional support is necessary in terms of equipment and secretarial support.

(c) Impact

61. It can be confidently stated that the implementation of the subprogramme has brought some appreciable changes in the problems addressed. More countries have integrated science and technology in their national development plans and more conscious effort is being made to strengthen the infrastructure of policies and institutions and to link scientific and technological activities with the needs and requirements of the production sectors. However, the increased enthusiasm of governments has met with adverse and deteriorated economic conditions that have slowed down the rate of change expected.

3. Recommendations

62. In the light of the findings obtained in the present exercise, the following issues should be addressed by the programme manager in future:

(a) Future evaluation studies

(i) Continue to assess the relevance of the objectives and thrust of the Medium-Term Plan and biennial programme budgets, particularly with regard to the priority issues in the region.

(ii) Determine the impact of the entire programme on the development and utilization of science and technology in the African region and the creation of an autonomous capacity. In this regard, special attention should be paid to: (a) Policies and policy institutions for them, (b) institutions for promoting science and technology (technology development, assessment, selection, transfer), (c) relevance of research and development to programmes to developmental issues;

(iii) Determine the extent to which the programme and the activities have led to the adoption, by member States and their institution and other key economic entities of (a) better perspectives in tackling problems in science and technology, and (b) new knowledge and techniques;

(iv) Examine the existence and establishment of measures for following up on the recommendations arising out of the meetings, seminars, workshops and conferences in science and technology.

(b) Methodology

63. In order to obtain articulate responses by means of a questionnaire prepared and sent to the governments and institutions from whom responses are expected, such questionnaires should direct the respondent to present or indicate precise tangible or measurable indicators or evidence regarding changes/impact/effect. Statistical information should be requested wherever possible.

64. In addition to the above, it is suggested that questionnaires should be distributed and completed during the final sessions of the Working Group meetings, seminars and workshops. Questionnaires should also be included in all science and technology publications prior to dispatch to member States, etc.

65. Future evaluation studies should also endeavour to assess achievements by various categories of countries, for example, least developed, industrializing or island countries.

(c) Meetings, preparation and follow-up

66. In order to facilitate adequate preparation for seminars, workshops and conferences and to enhance quality of debate and outputs of such meetings:

(a) The programme manager should put in place a mechanism for ensuring that member States receive documentation on time; and

(b) Member States should ensure that their delegations are conversant with the issues placed before such meetings.

B. Statistics in Africa, Subprogramme 1: Statistical development

1. Introduction

(a) Background to self-evaluation

67. The self-evaluation exercise is being undertaken following a request by the United Nations General Assembly that the secretariat should undertake an evaluation of its own activities.

(b) Objectives of self-evaluation

68. There are six objectives to the self-evaluation exercise. These objectives are to:

(a) Assess how well the subprogramme was implemented;

(b) Assess the relevance and effectiveness of the subprogramme as a whole;

(c) Identify problems experienced in the implementation and the reasons for the problems;

(d) Fulfill the legislative aspect following a request by the United Nations General Assembly that the secretariat activities should be evaluated;

(e) Determine whether problems addressed in the Medium-term Plan are still relevant or need to be reformulated; and

(f) Assess the impact of the subprogramme on the problems addressed.

(c) Choice of subprogramme and methodology

69. Subprogramme 1: Statistical development was chosen for the self-evaluation exercise because this is regarded by the Division as its most important subprogramme. The elements of the subprogramme cover areas which continue to receive significant attention in the field of statistics in the African region. Issues such as statistical data base development and statistical training are areas requiring further development to the benefit of the African region. Special issues arising in these areas are thus useful to investigate in the self-evaluation exercise.

70. In this subprogramme an important issue of co-ordination and development is also addressed. This co-ordination of producers and users has been achieved through the biennial Joint Conference of African Planners, Statisticians and Demographers. The significant achievement in this area needs to be evaluated to enable its improvement in the future.

71. The period of coverage was chosen to be the biennium 1984-1985 and 1986-1987. It was decided to cover two bienniums to be able to compare progress made with respect to the impact of the outputs produced during the period. Another

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